

AD-A129 547 IDENTIFYING KEY VARIABLES IN INTERCULTURAL INTERACTION 1/1  
(U) INDIANA UNIV-PURDUE UNIV AT INDIANAPOLIS CENTER FOR  
APPLIED RESEARCH AND EVALUATION N R GOODMAN 15 MAY 83  
UNCLASSIFIED CARE-83-5 N00014-83-K-0021 F/G 5/9 NL

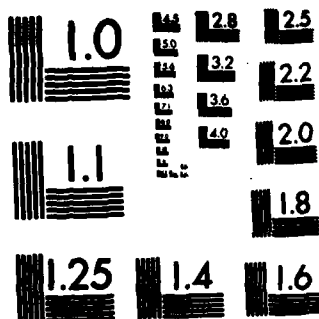
END

DATE

FILED

7 83

DTIC



MICROCOPY RESOLUTION TEST CHART  
NATIONAL BUREAU OF STANDARDS-1963-A

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER 83-5	2. GOVT ACCESSION NO. ADA129547	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle) Identifying Key Variables in Intercultural Interaction		5. TYPE OF REPORT & PERIOD COVERED interim
7. AUTHOR(s) Neal R. Goodman		6. PERFORMING ORG. REPORT NUMBER
9. PERFORMING ORGANIZATION NAME AND ADDRESS Indiana University Foundation 355 N. Lansing, P.O. Box 647 Indianapolis, IN 46223		8. CONTRACT OR GRANT NUMBER(s) N000 14-83-X-0021
11. CONTROLLING OFFICE NAME AND ADDRESS Organizational Effectiveness Research Program Office of Naval Research (Code 452) 800 North Quincy, Arlington, VA 22217		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS NR 170-951
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office)		12. REPORT DATE May 15, 1983
		13. NUMBER OF PAGES 12
		15. SECURITY CLASS. (of this report) unclassified
		15a. DECLASSIFICATION/DOWNGRADING SCHEDULE
16. DISTRIBUTION STATEMENT (of this Report) Approval for public release distribution of this report is unlimited.		
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)		
18. SUPPLEMENTARY NOTES		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number) Intercultural training; models; sojourns		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number) Two models or frameworks for discussing intercultural interaction are presented. These models suggest the types of variables that must be accounted for in such interactions.		

DTC FILE COPY

ADA129547

SELECTED  
JUN 20 1983  
A

# IDENTIFYING KEY VARIABLES IN INTERCULTURAL INTERACTION

Neal R. Goodman  
St. Peter's College  
and  
East-West Center

Report 83-5  
Center for Applied Research and Evaluation  
Department of Psychology  
Purdue University School of Science  
1201 East 38th Street  
Indianapolis, Indiana 46223

Preparation of this report was sponsored by Contract N00014-83-0021 NR 170-951 (Dan Landis, Principal Investigator) from the Office of Naval Research. The opinions here are those of the author. Appreciation is expressed to Richard Brislin, Wilbur Schramm and Dan Landis for their comments. Reproduction in whole or in part is permitted for any purpose of the United States Government.

Approved for Public Release  
Distribution Unlimited



Accession For	
NTIS GRA&I	<input checked="checked" type="checkbox"/>
DTIC TAB	<input type="checkbox"/>
Unannounced	<input type="checkbox"/>
Justification	
By	
Distribution/	
Availability Codes	
Dist	Avail and/or Special
A	

During the past two decades, there has been a phenomenal increase in the number of people and ideas which find themselves outside the borders of their culture of origin. As the number of sojourn experiences has increased so has the amount of research aimed at understanding the consequences of a sojourn. This has resulted in a body of empirical research which offers many insights into the nature and consequences of a sojourn.

What does this body of research tell us? Unfortunately, the results of the research are not usually comparable because most researchers ask a wide spectrum of questions unguided by a theoretical framework of intercultural relations (Breitenbach, 1980).

At present, it is not possible to develop a fully integrated theory of intercultural relations. However, we are at the stage in the development of the field where we must set up a framework which defines the major variables which we study. This should at least make it possible for us to know whether we are talking about the same phenomena.

There will be two frameworks posited below. The purpose of these frameworks is to set a course for defining the field. They are models or maps of what is, and they should not be thought of as theories. Rather, the models are meant to describe the field in order to facilitate the development of hypotheses and theories.

The first model will address the full spectrum of the field of intercultural relations and will be presented without much elaboration. The second model will focus on sojourns and will be examined in more detail.<sup>1</sup>

---

<sup>1</sup>Both models owe a degree of gratitude to the field of mass communications research. The first model is an expanded variation of one presented by Wright (1975) while the second model was inspired by the works of Lasswell (1960) and Berelson (1948).

### Models A - Intercultural Relations

What are the: a. manifest c. functions of e. intercultural for  
b. latent d. dysfunction relationships

f. individuals	in terms of	m. cognitive	
g. groups		n. affective	p. consequences
h. institutions		o. behavioral	
i. the society			
j. the culture			
k. the region			
l. the world system			

Time and space limitations prevent a fuller elaboration of this model in this paper, however, there are some attributes of this model which can be briefly noted.

The use of this framework readily call into question the intended (manifest) and the unintended (latent) and the positive (functions) and negative (dysfunctions) consequences of any intercultural relationship. The general lack of concern for the unintended and negative consequences of intercultural relations, other than adjustment difficulties, found in the reports and research in the field betrays a narrowness of scope when it comes to understanding the full range of consequences of intercultural relationships.

Additionally, this model enables us to readily see that the consequences of intercultural relationships may be positive for some individuals or segments of society, or societies while being negative for others.

A dimension of intercultural relationships which the model may appear to neglect is the importance of antecedent factors which play a role in the very likelihood of an intercultural relationship. However, if within the model we recognize that there are important factors such as: amount of family income available to the individual; degree of heterogeneity within a group; type of reward structure within an institution and degree of modernization of the

society, and that these factors do account for different outcomes, then the model remains self-contained.

The second framework should find many applications in the study of sojourns. Stated simply as a question, the models asks:

#### Model B - Sojourns

- a. What types of sojourns
- b. experienced by what kind of people
- c. in which situations (under what conditions)
- d. have what kinds of consequences?

This formulation identifies four factors which must be addressed if there is ever to be a general theory of sojourns. Hypotheses and theories of sojourns can be developed only after each of these factors has been operationalized. Having done that, testable hypothesis and predictions can be made by examining the interrelationships of these factors.

An analysis of each of the factors should shed some light on the types of questions which can be, and in some cases have been, examined.

#### Types of Sojourns

It will come as no surprise that the characteristics of a sojourn can have a profound influence on the consequences of a sojourn. Then why it is, that with few exceptions (Brislin, 1981) there are no attempts to describe the various types and attributes of sojourns? Another gap appears in the research on sojourns, where there are few, if any, studies which carefully control for type of sojourn as an independent variable.

There are numerous types and attributes of sojourns which can be studied, these include: length of sojourn (Cussler, 1962); homestay vs. living with co-nationals; and the relative focus of the sojourn; educational, business, military, religious, technical assistance, diplomatic, immigration, tourism.

The list above is certainly not comprehensive. It is meant to point to the need to include the nature and attributes of a sojourn in determining possible outcomes. In the same manner that McLuhan saw the medium as the message, we must not lose sight of the impact of the nature of the sojourn on its consequences.

#### Types of Individuals

Types of individuals is the primary explanatory factor in much of the research on sojourns. This may, in part, be due to the relative ease of operationalizing and measuring this factor relative to the other three factors in the framework.

Research on the attributes of individuals tends to focus on either psychological or sociological variables.

The psychological attributes of individuals illustrate how different kinds of individuals perceive, structure and are affected by sojourns in different ways. The focus here is on how the individual's attributes help to predict outcomes. Factors which could be included are: personality type (Hopkins, 1982; Ruben and Kealey, 1979); size of categories (Detweiler, 1970); persuasibility; strength, durability and centrality of attitudes; weltanschauung; lability of personality (Brislin, Landis and Brandt, 1983); degree of self esteem (Brislin, 1981) and tolerances of others.

The sociological attributes which rest on the premise that people from similar situations respond in a similar manner to a sojourn would include:



age, sex, race and ethnicity, type of neighborhood, amount of education, social class and mobility potential (Goodman and Barenblatt, 1983), the status of the individual in his home country (Rodriguez, 1974; Spaulding and Flack, 1976; Useem and Useem, 1980), type of degree being sought, field of study, type of sponsorship, and prior intercultural experiences (Hull, 1978).

There are many other attributes worth considering such as interpersonal skills, language competence, and degree of cross-cultural training (Grove, 1982).

### Types of Condition/Situations

The situational factors of a sojourn are amongst the most important factors in determining the outcomes of sojourns. Yet situational variables are amongst the most difficult to study because they are numerous, have an ephemeral nature and defy operationalization and standardization.

The following situational factors are representative of those which are important to the study of sojourns:

Degree and nature of similarity/dissimilarity between home and host culture.

Relative status of home country to host country (Mischler, 1965)

Relative status of sojourner to that of hosts

Degree of perceived harmony between valued groups at home and abroad

Recency and nature of prior exposure to "others."

Degree of sensitivity of hosts (Klineberg & Hull, 1979)

Percent of foreigners on campus or at sight of sojourn

Size of college (Selltitz, 1956)

Presence of superordinate goals (Brislin, 1981)

Appropriateness of work in host country to work in home country

Promise of a career position upon return to home country (Chu, 1968)

Degree of stress (Brislin)

Historical events, especially between home and host countries  
(Cormack, 1968)

Personal or social crisis in home or host culture

Presence or absence of orientation or re-entry program (Taft, 1977;  
Cussler, 1962)

Number of fellow sojourners in the same occupational sight at home  
(Flack, 1980)

Degree of institutional support

Reward systems and structures

This list is not meant to be a comprehensive list of all situational factors, rather it does illustrate some of the situational factors which are critical for understanding sojourns.

#### Types of Consequences

Since most of us are interested in outcomes, it is the one factor in the framework which is ubiquitous in research on sojourns.

Research on sojourns has almost universally focused on individual attitudinal and behavioral (adjustment) outcomes rather than on group, institutional, societal or world system outcomes.

This is understandable given the difficulty of managing a study which goes beyond examining the participants of a sojourn. However if we are ever to get a complete picture of the consequences of a sojourn we must go beyond the immediate actors. This is not meant to say that research on the attitudes and behaviors of participants are are unimportant, they certainly are, and for sound scientific reasons.

Social science research on attitudes has generally found that individuals are resistant to attitudinal change. Support for this premise comes from

research which demonstrates that individuals select, perceive, and retain information which is consistent with their prevailing attitudes and values (Klapper, 1960). People's preference to interact with those who share their attitudes further insulates one's view of the world.

It is for these reasons that the study of attitudinal change during sojourns is so appealing. For it is during a sojourn that the individual is faced with a situation where customary channels of communication, interaction, and peer support are interrupted. Under such circumstances, and faced with information and experiences which are unfamiliar, the individual is far more susceptible to developing new attitudes and reformulating old ones. What is unclear, as of yet, is just which attitudes are changed and for how long.

Studies of attitude change have documented the following: The effect of the sojourn on attitudes varies over time (Gandhi, 1972); sojourns result in attitudinal changes in the following directions—worldmindedness (Kagitcibasi, 1978), third culture identity (Useem & Useem, 1967), multiculturalism (Cormack, 1968), transnational accommodation (Angell, 1969), conservatism (Pool, 1965), dependency theory of national development (Young, 1980) and the desire to become an expatriot (Chu, 1968).

Research on behavioral outcomes tend to look at the adjustment of the individual, either during or after a sojourn (Klineberg & Hull, 1979; Benson, 1978). Additional behavioral outcomes have included changes in careers (Young, 1980) and language acquisition.

Few researchers have seriously examined how different cultures define the success of a sojourn (Guthrie and Zektic, 1967; Barber, 1983) or how a successful sojourn can have negative consequences at some later time.

One of the most omnipresent biases of research on sojourns has been its focus on short-term effects on individuals. We will not be able to see the

full spectrum of outcomes until we address ourselves to the short and long term consequences of sojourns for individuals, groups, institutions and societies.

### Conclusion

The frameworks presented in this paper identify central factors which should be addressed when studying intercultural relationships and sojourns. It is the interrelationships of these variables which represent the subject matter of theory in this field. While a general theory is not yet possible, descriptions of some of the ways in which these factors operate will be a step in the right direction.

## References

- Angell, R. 1979. Peace on the March: Transnational Participation. New York: Van Nostrand Reinhold Co.
- Barber, E. 1983. Some asymmetries in the impact of foreign educational experiences. Bulletin of International Interchanges 19:11-15.
- Benson, P. 1978. Measuring cross-cultural adjustment: The problem of criteria. International Journal of Intercultural Relations 2(1):21-37.
- Berelson, B. 1948. Communications in Modern Society. Urbana: University of Illinois Press.
- Breitenbach, D. 1980. A critique of Interchange Research. See Research on Exchanges 1980, pp. 7-23.
- Brislin, R. 1981. Cross-Cultural Encounters: Face to Face Interaction. New York: Pergamon.
- Brislin, R., Landis, D., Brandt, M. Conceptualization of Intercultural Behavior and Training. See Landis & Brislin, 1983, 1:1-35.
- Cormack, M. 1968. International development through educational exchange. Review of Educational Research 38(3):293-302.
- Chu, G. 1968. Student expatriation: A function of relative social support. Sociology and Social Research 52:174-184.
- Cussler, M. 1962. Review of Selected Studies Affecting International Education and Cultural Affairs. College Park, MD: University of Maryland.
- Detweiler, R. 1980. Intercultural interaction and the categorization process: A conceptual analysis and behavioral outcome. International Journal of Intercultural Relations 4:275-293.
- Flack, M. 1980. Comments on issues and the state of U.S. research in international exchanges. See Research on Exchanges, 1980.

- Gandhi, R. 1972. Some contrasts in the foreign student life-styles. International Journal of Contemporary Sociology 9:34-43.
- Goodman, N. & Barenblatt, L. 1983. Adolescent mobility potential and socio-political values. Adolescence 18.
- Grove, N. 1982. Improving Intercultural Learning Through the Orientation of Sojourns. New York: American Field Service.
- Guthrie, G., Zektick, I. 1967. Predicting performance in the Peace Corps. Journal of Social Psychology, 71:11-21.
- Hopkins, R. 1982. Defining and Predicting Overseas Effectiveness for Adolescent Exchange Students. Washington, D.C.: Youth For Understanding.
- Hull, F. 1978. Foreign Students in the United States of America. New York: Praeger.
- Kagitcibasi, C. 1978. Cross-national encounters: Turkish students in the United States. International Journal of Intercultural Relations 2(2):141-160.
- Kelman, H. 1965. International Behavior. New York: Holt, Rinehart, and Winston.
- Klaper, J. 1960. The Effects of Mass Communication. New York: The Free Press.
- Klineberg, O., Hull, F. 1979. At a Foreign University: An International Study of Adaptation and Coping. New York: Praeger.
- Landis, D., Brislin, R. 1983. Handbook of Intercultural Training, three volumes. New York: Pergamon.
- Lasswell, H. 1960. The structure and function of communication in society. See Schramm 1960, pp. 117-130.
- Mischler, A. 1965. Personal contact in international exchanges. See Kelman 1965, pp. 550-560.

- Pool, I. 1965. Effects of cross-national contact on national and international images. See Kelman 1965, pp. 106-128.
- Research on Exchanges. 1980. Proceedings of the German-American Conference at Wissenschaftszentrum. Bonn: The German Academic Exchange Service (DAAD).
- Rodriguez, O. 1974. Social Determinants of Non-Return: Foreign Students from Developing Countries in the United States. Washington, D.C.:U.S. Department of Health, Education and Welfare.
- Ruben, B. & Kealey, D. 1974. Behavioral assessment of communication competency and the prediction of cross-cultural adaptation. International Journal of Intercultural Relations 3(1):15-47.
- Schramm, W., ed. 1960. Mass Communications, 2nd ed. Urbana: University of Illinois Press.
- Seltiz, C., Hopson, A., Cook, S. 1956. The effects of situational factors on personal interaction between foreign students and Americans. Journal of Social Issues 12:33-55.
- Spaulding, S., Flack, M. 1976. The World's Students in the United States. New York: Praeger.
- Star, S., Hughes, H. 1950. "Report on an educational campaign: The Cincinnati plan for the United Nations," American Journal of Sociology 55:339-400.
- Taft, R. 1977. Coping with unfamiliar cultures. See Warren, 1977.
- Useem, J., Useem, R. 1967. The interfaces of a binational third culture: A study of the American community in India. Journal of Social Issues 23(1):130-143.
- Useem, J., Useem, R. 1980. Generating fresh research perspectives and study designs for transnational exchanges among the highly educated. See Research on Exchanges, 1980.

Warren, N. 1977. Studies in Cross-Cultural Psychology. Vol. 1. New York: Academic Press.

Wright, C. 1975. Mass Communications: A Sociological Perspective, 2nd ed. New York: Random House.

Young, W. 1980. Youth and Development: A Follow-up Study of Former Canadian Participants of the Canada World Youth Program. Canada World Youth.



LIST 1  
MANDATORY

Defense Technical Information Center  
ATTN: DTIC DDA-2  
Selection and Preliminary Cataloging Section  
Cameron Station  
Alexandria, VA 22314

Library of Congress  
Science and Technology Division  
Washington, D.C. 20540

Office of Naval Research  
Code 4420E  
800 N. Quincy Street  
Arlington, VA 22217

Naval Research Laboratory  
Code 2627  
Washington, D.C. 20375

Office of Naval Research  
Director, Technology Programs  
Code 200  
800 N. Quincy Street  
Arlington, VA 22217

LIST 2  
ONR Field

Psychologist  
Office of Naval Research  
Detachment, Pasadena  
1030 East Green Street  
Pasadena, CA 91106

Dr. James Lester  
Office of Naval Research  
Detachment, Boston  
495 Summer Street  
Boston, MA 02219

LIST 3  
OPNAV

Deputy Chief of Naval Operations  
(Manpower, Personnel, and Training)  
Head, Research, Development, and  
Studies Branch (Op-115)  
1812 Arlington Annex  
Washington, D.C. 20350

Director  
Civilian Personnel Division (OP-14)  
Department of the Navy  
1803 Arlington Annex  
Washington, D.C. 20350

Deputy Chief of Naval Operations  
(Manpower, Personnel, and Training)  
Director, Human Resource Management  
Plans and Policy Branch (Op-150)  
Department of the Navy  
Washington, D.C. 20350

Chief of Naval Operations  
Head, Manpower, Personnel,  
Training and Reserves Team  
(Op-964D)  
The Pentagon, 4A478  
Washington, D.C. 20350

Chief of Naval Operations  
Assistant, Personnel Logistics  
Planning (Op-987H)  
The Pentagon, 5D772  
Washington, D.C. 20350

LIST 4  
NAVMAT & NPRDC

NAVMAT

Program Administrator for Manpower,  
Personnel, and Training  
MAT-0722

800 N. Quincy Street  
Arlington, VA 22217

Naval Material Command  
Management Training Center  
NAVMAT 09M32  
Jefferson Plaza, Bldg #2, Rm 150  
1421 Jefferson Davis Highway  
Arlington, VA 20360

Naval Material Command  
MAT-00K & MAT-00KB  
OASN(SNL)  
Crystal Plaza #5  
Room 236  
Washington, D.C. 20360

Naval Material Command  
MAT-03  
(J. E. Colvard)  
Crystal Plaza #5  
Room 236  
Washington, D.C. 20360

NPRDC

Commanding Officer  
Naval Personnel R&D Center  
San Diego, CA 92152

Naval Personnel R&D Center  
Dr. Robert Penn  
San Diego, CA 92152

Naval Personnel R&D Center  
Dr. Ed Aiken  
San Diego, CA 92152

Navy Personnel R&D Center  
Washington Liaison Office  
Building 200, 2N  
Washington Navy Yard  
Washington, D.C. 20374

LIST 6  
NAVAL ACADEMY AND NAVAL POSTGRADUATE SCHOOL

Naval Postgraduate School  
ATTN: Dr. Richard S. Elster (Code 012)  
Department of Administrative Sciences  
Monterey, CA 93940

Naval Postgraduate School  
ATTN: Professor John Senger  
Operations Research and  
Administrative Science

Superintendent  
Naval Postgraduate School  
Code 1424  
Monterey, CA 93940

Naval Postgraduate School  
Code 54-Aa  
Monterey, CA 93940

Naval Postgraduate School  
ATTN: Dr. Richard A. McGonigal  
Code 54  
Monterey, CA 93940

U.S. Naval Academy  
ATTN: CDR J. M. McGrath  
Department of Leadership and Law  
Annapolis, MD 21402

Professor Carson K. Eoyang  
Naval Postgraduate School, Code 54EG  
Department of Administrative Sciences  
Monterey, CA 93940

Superintendent  
ATTN: Director of Research  
Naval Academy, U.S.  
Annapolis, MD 21402

## LIST 7

## HRM

Officer in Charge  
Human Resource Management Detachment  
Naval Air Station  
Alameda, CA 94591

Officer in Charge  
Human Resource Management Detachment  
Naval Submarine Base New London  
P. O. Box 81  
Groton, CT 06340

Officer in Charge  
Human Resource Management Division  
Naval Air Station  
Mayport, FL 32228

Commanding Officer  
Human Resource Management Center  
Pearl Harbor, HI 96860

Commander in Chief  
Human Resource Management Division  
U.S. Pacific Fleet  
Pearl Harbor, HI 96860

Officer in Charge  
Human Resource Management Detachment  
Naval Base  
Charleston, SC 29408

Commanding Officer  
Human Resource Management School  
Naval Air Station Memphis  
Millington, TN 38054

Human Resource Management School  
Naval Air Station Memphis (96)  
Millington, TN 38054

Commanding Officer  
Human Resource Management Center  
1300 Wilson Boulevard  
Arlington, VA 22209

Commanding Officer  
Human Resource Management Center  
5621-23 Tidewater Drive  
Norfolk, VA 23511

Commander in Chief  
Human Resource Management Division  
U.S. Atlantic Fleet  
Norfolk, VA 23511

Officer in Charge  
Human Resource Management Detachment  
Naval Air Station Whidbey Island  
Oak Harbor, WA 98278

Commanding Officer  
Human Resource Management Center  
Box 23  
FPO New York 09510

Commander in Chief  
Human Resource Management Division  
U.S. Naval Force Europe  
FPO New York 09510

Officer in Charge  
Human Resource Management Detachment  
Box 60  
FPO San Francisco 96651

Officer in Charge  
Human Resource Management Detachment  
COMNAVFORJAPAN  
FPO Seattle 98762

## LIST 8

## NAVY MISCELLANEOUS

Naval Military Personnel Command,  
HRM Department (NMPC-6)  
Washington, D.C. 20350

LIST 15  
CURRENT CONTRACTORS

Dr. Clayton P. Alderfer  
Yale University  
School of Organization and Management  
New Haven, Connecticut 06520

Dr. Richard D. Arvey  
University of Houston  
Department of Psychology  
Houston, TX 77004

Dr. Stuart W. Cook  
Institute of Behavioral Science #6  
University of Colorado  
Box 482  
Boulder, CO 80309

Dr. L. L. Cummings  
Kellogg Graduate School of Management  
Northwestern University  
Nathaniel Leverone Hall  
Evanston, IL 60201

Dr. Richard Daft  
Texas A&M University  
Department of Management  
College Station, TX 77843

Bruce J. Bueno De Mesquita  
University of Rochester  
Department of Political Science  
Rochester, NY 14627

Dr. Henry Emurian  
The Johns Hopkins University  
School of Medicine  
Department of Psychiatry and  
Behavioral Science  
Baltimore, MD 21205

Dr. Arthur Gerstenfeld  
University Faculty Associates  
710 Commonwealth Avenue  
Newton, MA 02159

Dr. Paul S. Goodman  
Graduate School of Industrial  
Administration  
Carnegie-Mellon University  
Pittsburgh, PA 15213

Dr. J. Richard Hackman  
School of Organization  
and Management  
Box 1A, Yale University  
New Haven, CT 06520

Dr. Herry Hunt  
College of Business Administration  
Texas Tech. University (Box 4320)  
Lubbock, TX 79409

Dr. Lawrence R. James  
School of Psychology  
Georgia Institute of Technology  
Atlanta, GA 30332

Dr. F. Craig Johnson  
Department of Educational Research  
Florida State University  
Tallahassee, FL 32306

Dr. Allan P. Jones  
University of Houston  
4800 Calhoun  
Houston, TX 77004

Dr. Dan Landis  
Department of Psychology  
Purdue University  
Indianapolis, IN 46205

Dr. Frank J. Landy  
The Pennsylvania State University  
Department of Psychology  
417 Bruce V. Moore Building  
University Park, PA 16802

Dr. Bibb Latane  
The University of North Carolina  
at Chapel Hill  
Manning Hall 026A  
Chapel Hill, NC 27514

Dr. Edward E. Lawler  
University of Southern California  
Graduate School of Business Administration  
Los Angeles, CA 90007

Dr. Edwin A. Locke  
College of Business and Management  
University of Maryland  
College Park, MD 20742

Dr. Fred Luthans  
Regents Professor of Management  
University of Nebraska-Lincoln  
Lincoln, NE 68588

LIST 15 (CONTINUED)

Dr. R. R. Mackie  
Human Factors Groups  
5775 Dawson Street  
Goleta, CA 93117

Dr. William H. Mobley  
College of Business Administration  
Texas A&M University  
College Station, TX 77843

Dr. Lynn Oppenheim  
Wharton Applied Research Center  
University of Pennsylvania  
Philadelphia, PA 19104

Dr. Thomas M. Ostrom  
The Ohio State University  
Department of Psychology  
116E Stadium  
404C West 17th Avenue  
Columbus, OH 43210

Dr. William G. Ouchi  
University of California,  
Los Angeles  
Graduate School of Management  
Los Angeles, CA 90024

Dr. Charles Perrow  
Yale University  
I. S. P. S.  
111 Prospect Avenue  
New Haven, Connecticut 06520

Dr. Irwin G. Sarason  
University of Washington  
Department of Psychology, NI-25  
Seattle, WA 98195

Dr. Benjamin Schneider  
Department of Psychology  
University of Maryland  
College Park, MD 20742

Dr. Edgar H. Schein  
Massachusetts Institute of Technology  
Sloan School of Management  
Cambridge, MA 02139

H. Ned Seelye  
International Resource Development, Inc.  
P. O. Box 721  
La Grange, IL 60525

Dr. H. Wallace Sinaiko  
Program Director, Manpower Research  
and Advisory Services  
Smithsonian Institution  
801 N. Pitt Street, Suite 120  
Alexandria, VA 22314

Dr. Richard M. Steers  
Graduate School of Management  
University of Oregon  
Eugene, OR 97403

Dr. Siegfried Streufert  
The Pennsylvania State University  
Department of Behavioral Science  
Milton S. Hershey Medical Center  
Hershey, PA 17033

Dr. James R. Terborg  
University of Oregon West Campus  
Department of Management  
Eugene, OR 97403

Dr. Harry C. Triandis  
Department of Psychology  
University of Illinois  
Champaign, IL 61820

Dr. Howard M. Weiss  
Purdue University  
Department of Psychological Sciences  
West Lafayette, IN 47907

Dr. Philip G. Zimbardo  
Stanford University  
Department of Psychology  
Stanford, CA 94305

Dr. Philip Wexler  
University of Rochester  
Graduate School of Education  
and Human Development  
Rochester, NY 14627

ATE  
MED  
-8